

Job Description



My Position

Position: Chief Operating Officer / Pou Whakahaere Matua

Group: Council Operations / Te Pae Whakahaere

Responsible to: Chief Executive

Responsible for:

- Assurance & Improvement Manager
- Chief Digital Officer
- Communications & Change Manager
- General Counsel
- Governance Manager
- Head of Data, Development & Architecture
- People & Wellbeing Manager
- Executive Assistant – Council Operations

Job Purpose:

As an ELT member, you provide strategic leadership, show support for the Council's vision and priorities, and fulfil statutory responsibilities. Lead beyond your portfolio, contribute to organisational outcomes, and model high-performance public service behaviours and culture.

- To lead and manage the Council Operations Group and lead operational excellence across Council.
- To lead the delivery of professional advice and technical services for the Council's digital and information services technology, governance, assurance and risk, health and safety, people and organisation development, communications and change management activities.
- To oversee the delivery of a long term, forward thinking, customer focused digital strategy and associated systems and processes, to transform Council into a modern digital work environment.
- To drive high performance and foster innovation by monitoring and reporting on key performance indicators and overseeing business improvement initiatives.
- To ensure the delivery of an effective and efficient service management and service delivery to its customers (both external and internal) in order to achieve Council's levels of service across the functions of the Group.
- To contribute as a member of the Leadership Team to the corporate affairs of the organisation including continuous improvement and organisational development as well as to its key community relationships.
- To be the Executive Sponsor and lead Council's archives and records functions.

Our Council

Our District Vision: Thriving resilient Tasman
Kia manawaroa te tai o Aorere

Our Purpose: Delivering Public Value
Kia whai hua mā te marea

Our Values

We support our Vision and Purpose through living our values.

Auahatanga – Innovation. *I orea te tuatara, ka patu ki waho. A problem solved by continuing to find solutions.*

- We love ideas, big or small
- We delivery differently
- We learn and grow
- We give it a go
- We are brave and challenge the status quo

Kawenga – Responsibility. *Kia ū ki te pai. Stay resolute to that which is good.*

- We honour our commitments
- We act professionally with integrity
- We are honest and open
- We bring the right attitude to work
- Safety and wellbeing come first

Manaakitanga – Caring/ Sharing. *Te tohu o te rangatira, he manaaki. The sign of a leader is how they support, protect and respect others.*

- Helpfulness and respect guide us
- Our mana encourages and lifts others up
- Care and empathy are a priority
- We are always welcoming
- We free share knowledge

Whanaungatanga – Relationships. *He aroha whakatō, he aroha puta mai. If kindness is given then kindness shall be received.*

- We connect, listen and involve
- We believe in collective success
- Our stories create shared meaning
- We embrace diversity
- We are kind and nurturing

My Group

Role of the office of the Council Operations Group

The Council Operations Group supports the Chief Executive in their role by providing leadership, management and service delivery in several key organisational areas: operational governance, enterprise risk and procurement advice, legal services, communications and change management, programme and project management, people management, health, safety and wellbeing.

The Group acts as a 'centre of excellence' for cross-council functions and priorities. As second in command to the CEO the Chief Operating Officer supports the CEO's priorities and obligations to ensure the timely implementation of Council's plans and the reflect Council's policies; providing efficient and effective strategic support and leadership to Council's business operations; and to fulfil the CEO's due diligence responsibilities as an 'officer'.

We achieve this by demonstrating the principles of Te Tiriti, investing wisely in infrastructure, people, and tools and by respecting, supporting, and enabling others. Our systems, oversight and advice empowers our Council and our communities to make wise and enduring decisions.

My Key Result Areas

My Priorities

What am I supposed to do?	How well am I supposed to do it?
Centre of Excellence • Act as a conduit between the Council Operations Group, the other Group Managers and their Senior Leaders with a view to identifying and business delivery and service improvements and supporting the implementation of these. • Maintaining an overview of cross-Council projects and risk management evaluation processes. • Ensure that cross council services are operating efficiently and effectively with monitoring and reporting mechanisms. • Provide performance monitoring and reporting and identify opportunities for initiating future business improvements.	Centre of Excellence • Business delivery and service improvements are evident, well managed and add real value. • Cross-Council projects are monitored, coordinated and the organisational risk management work is evident and enables risks to be identified and well managed. • Performance of cross council functions is measured and ongoing improvements are evident.
Group Service Delivery	Group Service Delivery

• Oversee the efficient and effective service delivery of the Council Operations Group. • Develop objectives and work programmes for the Group in conjunction with line managers, and in particular ensure that resources and effort are committed to achieving, within time and budget. • Carry out and act as job manager of assigned investigations, reports, recommendations and statutory procedures relating to Group activities. • Ensure the Group's administration services are provided in a manner which is consistent, accurate and fair. • Ensure Group reports, recommendations, plans and policies comply with statutory procedures. • Provide active leadership and support to projects that lead to improvements to the delivery of programmes and services that the Group is responsible for. • Represent the Council in negotiations and discussions with other organisations and attend meetings of the appropriate Committees or Council meetings as required.	• The performance of each of the sections within the Group is well managed and each contributes to corporate and organisational success. • Group work programmes and budgets are completed on time and to the required standard. • The jobs assigned to me are carried out to the agreed standards especially relating to the reporting format and the preferred writing and delivery styles of the Council. • Every Full Council meeting is attended or supported by qualified and competent staff and the members say that the level of service and professionalism of the staff meets their needs. • The advice that the Council receives is timely and correct and there are no successful challenges to the decisions that Council or its committees take when relying on that advice.
Strategic Leadership • Drive organisational strategy, long-term planning (e.g., LTP in councils), and policy frameworks. • Translate high-level goals into achievable work programmes and performance measures. • Support organisational change and continuous improvement. • Monitor organisational performance against strategic and financial targets. • Identify and manage risks that may impact long-term sustainability. • Provide regular reporting to governance bodies and to ELT.	Strategic Leadership • Organisational strategy, long-term planning, and policy frameworks are aligned with community needs, future-focused, and financially sustainable. • Achievable and work programmes across the Group with clear performance measures and delivery timeframes are evident. • Change initiatives are well-managed, with staff engaged and a culture of adopting new ways of working and continuous improvement is evident. • Performance against strategic and financial targets is consistently monitored, with reliable data and insights enabling confident, timely decision-making. • Risks to long-term sustainability are proactively identified, assessed, and mitigated with clear ownership and accountability. • Reporting is transparent, accurate, and enables informed decision-making.
Management and Planning • Provide leadership, strategic advice and guidance to Council, Managers, key stakeholders and staff. • Oversee the Group work programmes and line managers and manage the acquisition of consultant/contractor contracts as required to ensure workloads are managed, and a quality performance is delivered within approved timeframes and budgets. • Ensure Council complies with all legislation relating to the activities of the Group. • Keep abreast of changes in policy, legislation, case law and issues that are relevant to the operations of the Group. • Assess assigned policy initiatives from central government and other organisations for their potential impact on Council business and prepare submissions as considered appropriate.	Management and Planning • Expert advice about the Group's policies, planning and functions is provided to Committees, managers, stakeholders and staff as required and job holders exercise sound judgment to ensure recommendations provide for the best possible solutions within the existing constraints. • Line manager's workloads and consultants/contractors are managed to deliver quality advice, information, projects and services within approved timeframe and budgets and reflecting Council's priorities and objectives. • Council Operations Group work programmes and levels of service are delivered within budget and on time. • Council complies with the relevant legislation. • Risks are identified, quantified and managed.

	• A high level of current technical, legislative, case law and best practice is maintained and applied. • Specialist advice that is procured is at the appropriate level and cost.
Relationships / Liaison • When required service, and act as a lead advisor to the Full Council meeting. • Develop and maintain links with the business community and relevant agencies. • Represent the Council in negotiations and discussions with other organisations and attend meetings of the appropriate Committees or Council meetings as required. • Lead and manage community consultation processes on Council Operations Group projects and activities as appropriate. • Contribute to developing shared services with Nelson City Council in particular and lead in relation to Regional environmental strategies and programmes. • Participate in community meetings on issues affecting or involving the Council Operations Group. • Assist Community Boards and other community groups that the Council supports in their work, service requests and decision making. • Ensure the Council provides consistent and helpful customer service in the regulatory environment and builds a strong customer satisfaction culture so that “customers” hold the Council in high regard for the way they are treated.	Relationships / Liaison • Every Full Council meeting is attended or supported by qualified and competent staff and the members confirm that the level of service and professionalism of the staff meets their needs. • The advice that is provided is timely and correct and there are no successful challenges to the decisions that Council or its Committees or the CEO take when relying on that advice. • An effective working relationship with Councillors, especially Committee Chairs, business, community, agencies, and professional service is evident. • Effective relationships with contractors and consultants add value to the services provided for Council and its community. • Effective relationships with contractors and consultants add value to the services provided by the Council Operations Group for Council and its community. • Group staff are adequately trained and resourced to ensure good quality technical / specialist advice is provided. Issues with quality of advice are addressed and resolved. • All community consultations undertaken within area of control are genuine, meet Council's and any legislative requirements. • Feedback about the service responsiveness of the Council Operations Group and its people is positive.

My Management & Planning	
Strategic Focus	• I am actively contributing to the Long Term Plan (LTP) process and the delivery of the Community Outcomes and any significant issues and risks are raised and addressed quickly and efficiently. • I take ownership for planning, prioritising and delivering on the expected levels of service for my Section. • I provide sound advice, recommendations, updates and reporting to the Executive Leadership Team (ELT) and Council to keep them well informed on the activities of my Section.
Annual Business Planning	• I am accountable for developing and delivering or implementing my Section's strategic and operational activities and I ensure these align to Council's Vision and strategic goals. • I proactively contribute to and take responsibility for the development and preparation of the Annual Plan and Activity Management Plans (AMPs). • I am capable of proactively managing risks, responding to an escalated risk and supporting those who are managing risk.
Business Improvement	• I actively lead, seek out, promote innovative business process solutions, ideas and change initiatives that improve my Section's service levels and deliver on the goals of Council's business improvement programmes. • I regularly monitor the performance and effectiveness of processes I am responsible for. • I demonstrate and role model flexibility, agility, adaptability and a willingness to be open to feedback as an opportunity for service delivery improvements.
Financial Management & Performance	• I am accountable for, and actively manage my budgets and my end of year results for my Section are within budget and exceptions are understood.

- I take ownership of my Section budgeting, tracking and forecasting and this delivers an efficient and cost effective service.

Relationship Management

- I develop and maintain strong working relationships with my colleagues and behave in a way that help us gain the trust and confidence of our community, Iwi and stakeholders.
- I demonstrate strong interpersonal relations, collaboration, integrity, managerial courage and communication skills in all my interactions with others.
- I communicate using a tone of voice that reflects the Council's values at all times, and I actively ensure all members of my Section do likewise.

My Health and Safety Responsibilities

Health and Safety Leadership and Management

- I take responsibility for the safe management of my Group's activities and make sure these support and enable the CEO and the Council as a PCBU to fulfil their duties under the law.
- I comply and cooperate with the Council's health and safety systems, policies and procedures and ensure the job holder gives effect to current legislation, regulations and good practice.
- I champion and promote a safe and healthy workplace by undertaking the responsibilities outlined in the Council's Health and Safety Systems Manual, policies and procedures.
- I escalate matters to the CEO and my Standing Committee for approval to commit money and resources beyond job holder's delegation if needed to ensure, as far as it's reasonably practicable, the health and safety of any worker or person in a workplace for which the job holder is operationally responsible for.

My Leadership

Vision and Purpose

- I communicate the Council's strategic priorities, vision and purpose in an understandable and engaging way.
- I make sure my Group's work programme and projects have a clear line of sight to the Council's strategic priorities.
- I create a culture that enables my team to make cross-Council connections and collaborate with other Groups and Sections.
- I will support my executive leader colleagues and work with them to ensure we achieve the Council's strategic priorities.

Team Leadership & Engagement

- I act as good role model, am an enabler of change and demonstrate a leadership style that creates a positive environment that fosters, develops and promotes engagement and collaboration.
- I create a team culture of fairness and belonging, where all members of my Section are and feel valued.
- I provide opportunities for my team to participate and be included in decision making that may impact on their individual or team performance outputs.
- I openly celebrate success and tell the stories around how problems are identified and resolved.

Team Performance Management

- I effectively lead, enable and hold others accountable for delivering on our Section work programme and Council's strategic goals and performance objectives.
- I provide effective support and proactively assess my team's workload and reallocate workloads when needed.
- I make sure my team understand their statutory delegations and apply these correctly.
- I make sure reports to Council prepared by my team meet the expected standards and format.
- I understand the data and information generated by my team is an important Council asset and I use this data and systems to drive performance, quality decision-making and improved service delivery.

Team Professional Development

- I make sure everyone in my team has clear annual performance goals and measures that are aligned with Council's strategic goals, and I meet with them regularly to discuss and review progress.
- I have regular development, mentoring, coaching, feedback performance conversations with my team, I understand their career goals and encourage participation in appropriate training opportunities.
- I make sure appropriate succession planning is in place for my team and there are clear links to individual's career development plans.

Team Recruitment & Induction

- I take an active responsibility for the recruitment of the 'right person in the right job'.

- I actively participate in and ensure quality induction, training and ongoing socialisation is provided to new members in my team.

My Contribution

Accountability

- I take responsibility for my performance, decisions and actions and how these impact on others.
- I take ownership of my wellbeing and health and safety responsibilities and seek support if I need it.
- I take responsibility for ensuring the digital information, data and records created from carrying out my role are properly stored, maintained and retrievable.
- I fulfil other assigned responsibilities, tasks and project work in a professional and timely manner.

Customer Focus

- I focus on the needs of our customers and provide all of them with outstanding service.
- I treat all people with respect, and I deliver on the commitments I make.
- My actions are fair and build trust with my colleagues, customers and our community.

Relationship Building

- I build and maintain genuine relationships with my colleagues, customers and our community.
- I actively listen to others and am supportive, friendly and helpful.
- I respect all cultures and act in ways that make others feel included and valued.

Resilience & Adaptability

- I support new ways of working and am able to be flexible and calm when facing change or difficult situations.
- I am digitally confident and participate in opportunities to learn how to apply digital business technology and tools to my work.
- I am a willing contributor and participant in business process improvement solutions and other initiatives that enhance our service delivery.

Motivation & Drive

- I take responsibility for my own learning and development and welcome feedback to improve my performance.
- I effectively plan, manage and prioritise my work and deliver it on time.
- I choose to bring the right attitude to work and I role model behaviours and attitudes that align with the Council's Values.

Collaboration & Inclusion

- I actively contribute to the achievement of team goals and objectives.
- I collaborate effectively with others and support my colleagues to achieve the Council's strategic goals and objectives.

Civil Defence Emergency Management

- I provide assistance and support during civil defence / emergency management activities.
- I participate in civil defence and emergency management training.

Working within te ao Māori

- I have the appropriate level of knowledge and understanding of the principles and application of Te Tiriti o Waitangi for my role.
- I have the appropriate level of knowledge of Tikanga Māori (customs and practices) and Te Reo Māori (Māori language) for my role.
- I have the appropriate level of knowledge of Council's engagement protocols with the whānau, hapū and iwi of te Taihū for my role.
- I foster a culturally inclusive environment by actively engaging with and respecting Māori perspectives and practices in my work.

My Delegations

I have delegated decision-making authorities and financial responsibilities for expenditure as listed in Council's Delegations Register. I also have staff responsibilities.

The Council may from time to time delegate to me other specified powers and duties, all of which I must exercise with due care and diligence.

My Competencies

My Qualifications and Experience:

- A Degree qualification in a relevant field.
- A minimum of ten years relevant postgraduate experience in one or more areas for which the role is accountable.
- Sound working knowledge of all the relevant statutes and regulations that control the corporate functions of Council and a practical knowledge of the relevant administration procedures.
- Experience in working with boards of directors or councillors, and providing them with professional, accurate and strategic advice.
- Experience in project and change management essential.
- Understanding of the political system (conventions, functions, and objectives of Council) and the wider cultural, social, environmental, economic and political implications of the environment within which Council operates.
- Proven leadership, staff development, management and mentoring skills with a strong commitment to teamwork.
- Demonstrated ability to work at a strategic level.
- A knowledge of the Tasman District, its communities and their issues.

My Personal Attributes:

- Innovative mindset with a positive approach to meeting new challenges and desire to lead/drive positive change.
- Inspires confidence in Council, staff, business sectors, community and displays and uses sound judgement.
- Models the right behaviours, values and integrity for a Local Government environment.
- Holds a customer-focused perspective and looks for ways to meet the needs of the Council and the community.
- Able to synthesise complex issues, and clearly describe those issues and proposed solutions to people without the same level of technical knowledge.
- Commitment to ongoing improvement and a quality service provision.
- Ability to develop and manage complex working relationships with people on all levels within Council and the wider public in a discrete and confidential manner.
- Excellent analytical, written and oral communication skills are essential for this position as well as the ability to work under tight time constraints.
- Excellent Initiative and good judgement skills.
- Excellent consultation, collaboration and negotiation skills.
- A good knowledge and understanding of Te Tiriti o Waitangi and Tikanga Maori.
- Excellent interpretative, analytical and problem solving skills.
- Demonstrated ability to lead and manage a major functional Group of a council.

My Agreement

My Name:

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My Signature:

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Date:

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